DOCUMENT RESUME

ED 125 368 HE 007 428

TITLE Faculty Handbook, 1975-76. Northwestern College.
INSTITUTION Northwestern Coll., Orange City, Iowa.
PUB DATE 75
NOTE 75p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS Academic Freedom; Administrative Organization; *Administrative Policy; Administrator Responsibility; *Church Related Colleges; *College Faculty; Committees; Educational Philosophy; Faculty Promotion; Fringe Benefits; *Higher Education; Job Tenure; *Personnel Policy; Salaries; Teacher Responsibility; Teacher Retirement
IDENTIFIERS *Faculty Handbooks; Northwestern College

ABSTRACT

The 1975-76 handbook is designed to acquaint faculty members with college policies and to serve as a reference guide. The organization of the college is described in detail, including both administrative and academic structure, duties of administrative officers, and faculty committees. Additional information is given regarding faculty rank and qualifications, tenure, salary schedule, fringe benefits, provisions for professional growth, resignation, retirement, academic freedom, faculty responsibilities, and academic procedures. (IRH)

**********
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
**********

ED125368

# faculty handbook

HE007 428

# 1975-76

northwestern college

orange city, iowa

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

The purpose of the "Faculty Handbook and Constitution" is to acquaint members of the faculty with college policies and to serve as a reference guide for all faculty members. Please familiarize yourself with its contents. From time to time revisions will be issued to keep it current.

TABLE OF CONTENTS


| | Page Number |
|---|---|
| Section A. Introduction | 1 |
| Section B. Organization | 5 |
| Administrative Organization of Northwestern College (chart) | 6 |
| Duties of Administrative Officers | 7 |
| Academic Organization of Northwestern College (chart) | 11 |
| 1975-76 Faculty Committees | 12 |
| Organization of Northwestern's Academic Program | 13 |
| Academic Administration (chart) | 19 |
| Section C. Faculty Ranks and Qualifications | 20 |
| Section D. Faculty Tenure | 23 |
| Section E. Faculty Salary Schedule. Fringe Benefits. Provisions for Professional Growth. | 34 |
| Section F. Resignation | 39 |
| Section G. Retirement | 41 |
| Section H. Academic Freedom | 43 |
| Section I. Faculty Responsibilities | 48 |
| Section J. Academic Procedures | 53 |

# SECTION A

# INTRODUCTION

## This is Northwestern College

Northwestern College was founded as Northwestern Classical Academy in 1882 under the auspices of the Reformed Church in America.

Our parent denomination, the Reformed Church in America, is the oldest denomination with a continuous history in the United States. It has a membership of approximately 221,000 active communicant members. Half of its membership is concentrated in the Middle Atlantic States -- mostly around New York City, the Schenectady-Albany area, up the Mohawk River Valley and throughout northern and central New Jersey. The other half of its membership is concentrated mainly in southwestern Michigan, a radius of about one hundred fifty miles from Orange City, the far south side and southeastern suburbs of Chicago and the Pacific Northwest. In recent years a vigorous program ot church extension has located the Reformed Church in southern California in significant strength and also in Denver, Colorado; Cleveland, Ohio; central and southern Florida; Phoenix and Tucson, Arizona; and other major urban centers.

This church extension movement points to the fact that, as has been the case with most protestant denominations, the Reformed Church is in transition from a largely rural to an urban church.

The Reformed Church was brought to the United States by Dutch immigrants who settled in and around New Amsterdam early in the 17th century. In the 1840's our denomination was expanded numerically and geographically by a major emigration from the Netherlands of people who for more than a generation had suffered religiously-based economic hardships. These religious refugees settled in southwestern Michigan, the Chicago area, around Pella in south-central Iowa and later an area pivoting around the northwestern corner of Iowa.

The denomination has its beginnings in the protestant Reformation. It belongs to the large family of protestant denominations that received impetus from the Reformation leadership ot John Calvin and his associates. These churches are committed to reformed theology and to a presbyterian (representative) form ot church government. The Continental churches, located mainly in Switzerland, France, Germany, the Netherlands and Hungary, identified their church by its theology, hence became known "Reformed" Churches. John Knox, Calvin's Scottish

associate, preferred to have his church known by its form of government, hence, called it the Presbyterian Church. To anyone familiar with the beliefs, organization and practices of the Reformed and Presbyterian churches, the kinship is readily seen.

As presently organized, the Reformed Church in America consists of six Particular Synods. Three of these are located along the Eastern Seaboard -- the Synods of New York, New Jersey, and Albany. The other three, usually referred to as "The Western Synods," include the Particular Synods of Michigan, Chicago and the West.

A Particular Synod is composed of minister and elder representatives from its constituent classes. A Classis (cf. "Presbytery") consists of a number of local churches. In metropolitan areas, these are not far from one another, but some rural classes churches may be more than one hundred miles apart. The annual assembly of the denomination, the General Synod, is composed of minister and elder representatives from the classes. Currently efforts are being made to make the Particular Synod a more significant administrative unit. Historically, however, authority has resided mainly in the classes and the consistory (i.e., the local church board, consisting of the minister and elders and deacons elected by the adult members of the congregation).

The Reformed Church is a confessional church. Its doctrinal position is contained in a document called Reformed Standards of Unity. The historic documents contained in the Standards are the Heidelberg Catechism, the Belgic Confession and the Canons of Dordt. A copy of the Reformed Standards of Unity may be obtained from the college chaplain. Faculty members new to the Reformed Church are urged to request one and to familiarize themselves with its contents.

From the outset, the Reformed tradition has emphasized the importance of education. The American public school system traces its origins to town elementary schools established as early as 1647 by the Puritan settlers of New England. The Dutch settlers of the new world demonstrated a similar zeal for education. One of the earliest colleges founded in the colonies was Queen's College (later known as Rutgers College) founded by the New Jersey Dutch. Presently the following institutions of higher learning are related to the Reformed Church in America: Hope College in Holland, Michigan; Central College in Pella, Iowa; Northwestern College; New Brunswick Theological Seminary in New Brunswick, New Jersey; and Western Theological

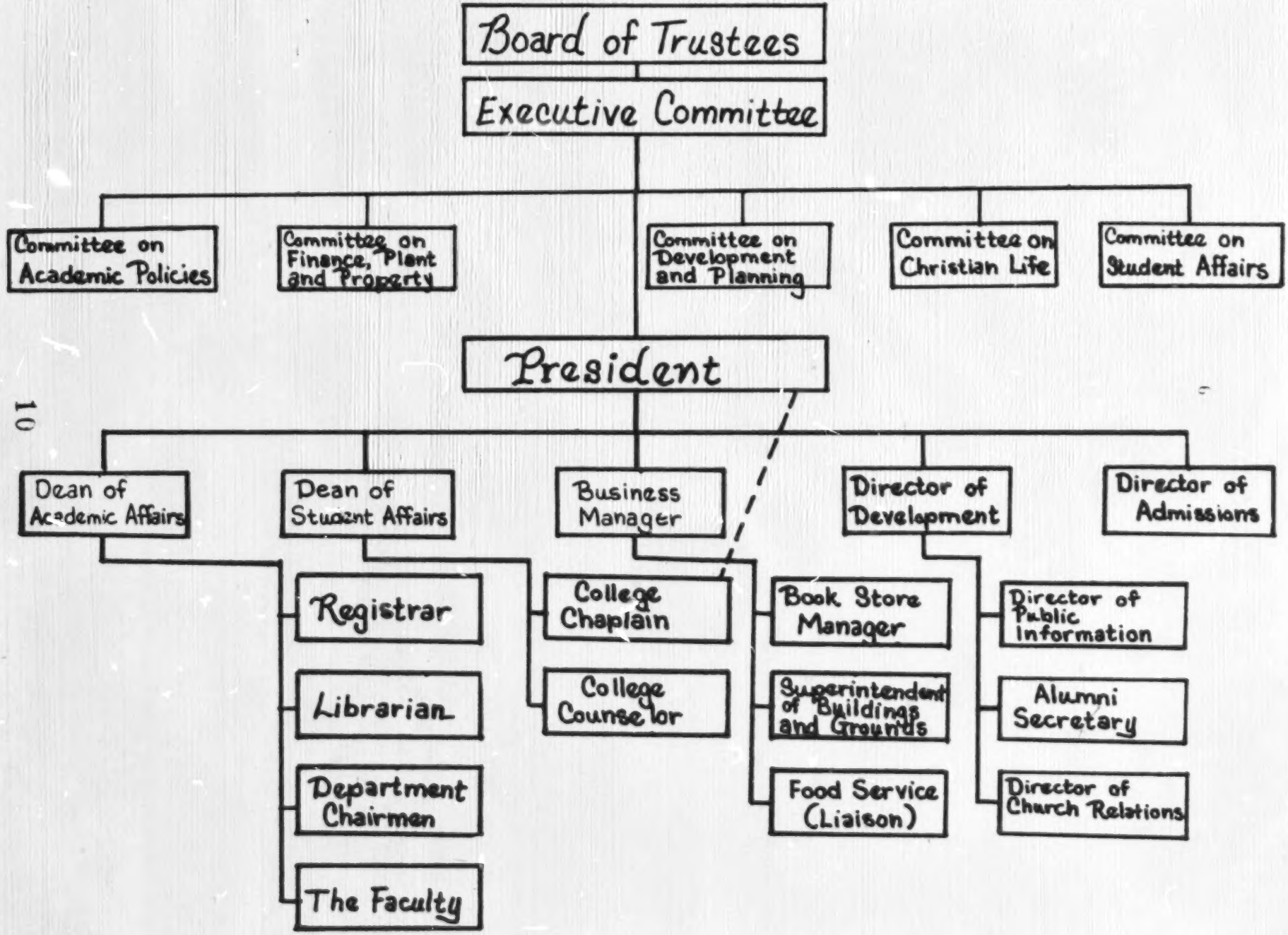
Seminary in Holland, Michigan. These institutions were raised up to be instruments through which the church could express her mission in the field of higher education: to offer a fine education premised upon the Christian faith to her young people and any other interested in receiving this kind of education who have proper academic qualifications to enter the program.

As a liberal arts college which premises its program on the Christian view of God, man, nature and history; we want to provide a broad, challenging education emphasizing the great ideas with which thoughtful men have concerned themselves through the ages, the fundamental academic disciplines, the arts of careful thought and clear communication, and a growing sense of appreciation for the arts. We want our students to experience our personal concern for their development as persons. In a word, we want to graduate wise and humane persons, persons of taste and sensitivity, who have been given every encouragement and opportunity to develop for themselves a considered personal Christian faith and who are well prepared to assume leadership in today's complex world.

SECTION B

# ORGANIZATION

# ADMINISTRATIVE ORGANIZATION of NORTHWESTERN COLLEGE



# DUTIES OF ADMINISTRATIVE OFFICERS

## President

1. The President is the chief administrator responsible directly to the Board of Trustees for the total operation of the college
2. Ex-officio member of the Board of Trustees
3. Ex-officio member of all faculty committees
4. Chairman of the Administrative Committee
5. Officially represents the college at appropriate functions

## Dean of Academic Affairs

1. Reports to the President. Supervision of academic affairs
2. Coordinates curricular planning
3. Supervises the Registrar, Librarian, Director of Summer Session
4. Advises on academic budget
5. Chairman of Academic Affairs Committee
6. Has advisory and staffing role in relation to Academic Policies Committee of Board of Trustees
7. Liaison with outside academic groups
8. Reviews student achievement

## Librarian

1. Directs the total operation of the library and reports to the Academic Dean
2. Orients the students to library uses and regulations

## Registrar

1. Supervises keeping of all student academic records
2. Runs registration
3. Assigns classes to classrooms
4. Puts out course schedules
5. Puts out final exam schedules
6. Counsels students
7. Coordinates development of annual college calendar
8. Coordinates routine administration of summer school
9. Coordinates routine administration of college catalog
10. Does institutional research
11. Fills out assorted academic reports for outside requests

Business Manager

1. Reports to the President. Responsible for administration of institutional business affairs
2. Responsible for repair and mainterance of buildings and grounds through Superintendent of Buildings and Grounds
3. Hiring of clerical and maintenance staff
4. Liaison with food service
5. Liaison with contractors and appropriate government agencies in planning and construction of new buildings or remodeling of present plant.
6. Negotiation with the federal government for grants and loans
7. Resource person for Trustee Committee on Finance, Plant and Property, advising on policy matters

Dean of Student Affairs

1. Reports to the President. Charged with general supervision of student affairs
2. Directs and coordinates the College Counseling Service
3. Coordinates the work of College Counselor, placement activities, and the College Chaplain, insofar as the latter's activities impinge on student personnel matters
4. Supervision of residence halls except for matters of repair and maintenance. Includes selection and hiring of residence hall directors
5. Liaison between college and the student government and with faculty advisers of student organizations
6. Serves as Chairman of the faculty Student Affairs Committee
7. Responsible for the administration of student discipline
8. Source person to Board of Trustees Student Affairs Committee

College Counselor

1. Provides counseling assistance to students, especially in the areas of careers and placement
2. Adviser to Associated Women of Northwestern College
3. Advises Dean of Students regarding women's residence halls
4. In-service training for Residence Hall Supervisors and Student Resident Advisors
5. Arranges Cultural Affairs program in cooperation with appropriate faculty and staff
6. Liaison with CMA Placement Office

College Chaplain

1. Responsible for the development of a comprehensive program for worship and spiritual development on campus. Reports to the Dean of Students
2. Supervises the chapel program
3. Represents the college to the church
4. Adviser to the Student Christian Fellowship
5. Source person to Trustee Christian Life Committee

Director of Financial Aid

1. As Director of Financial Aid, he coordinates with the Director of Business Affairs in matters of procurement and distribution of student aid funds
2. Coordinates with the Admissions Office in assisting the student to finance his college education
3. Coordinates assignments for st udents under Work-Study Programs

Director of Athletics

1. As Athletic Director he administers athletic policies established by the college administration
2. Supervises scheduling of athletic events
3. Recommends on budget matters and supervises expenditures from the athletic budget
4. College liaison with athletic conference and NAIA

Director of Development

1. Reports to the President
2. Administers the work of the department: including programs in fund-raising, alumni, and promotion and publicity
3. Gives leadership to gifts income programs; including church, alumni, community, corporate, individual and deferred gifts
4. Cooperates with the President and Academic Dean in approving proposals and getting them before private foundations and federal agencies
5. Responsible for budget-control within the department
6. Represents the college in the Iowa College Foundation solicitations
7. Source person to the Board of Trustees Development and Planning Committee

Church Relations Officer

1. Reports to the Director of Development
2. Responsible for liaison with the Reformed Church in America and for administering the Classis approved system of askings in the five local classes
3. Assists the Director in planning and in implementing the work of the department
4. Gives leadership to deferred gifts program and to soliciting individual gifts from major donors
5. Advises on itineraries of touring groups

Director of Admissions

1. Reports to the President
2. Responsible for the program of student recruitment
3. Recruitment and in-service education of admissions counselors

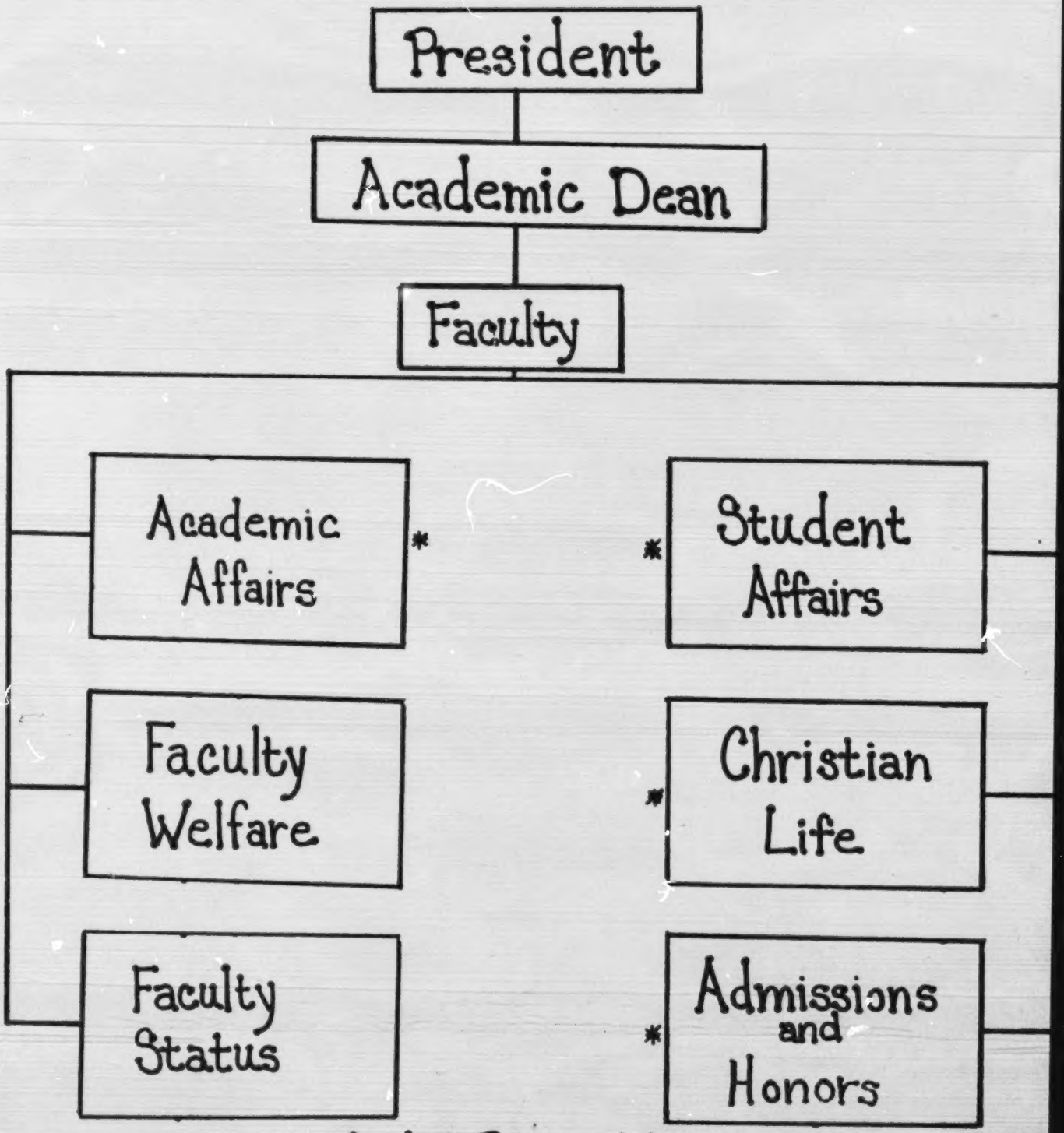
Alumni Secretary

1. Reports to the Director of Development
2. Responsible for liaison with the Alumni Board
3. Administers the work of the Alumni program with the assistance of the Director of Development

Director of Public Information

1. Reports to the Director of Development
2. Directs a comprehensive and integrated program of publicity in consultation with those who are responsible for the academic, admissions, alumni, publicity and development programs
3. Responsible for managing his time so that publication deadlines are met
4. Responsible for managing college resources (e.g., in judging whether a publication be printed on college multilith, or off-set press, or a large perfector; whether to use cold or hot-type, etc.)
5. Provides pictures for weekly news releases
6. Obtains firm bids before major printing contracts (catalogue and brochures) are let and submits these bids to the Director of Development
7. Responsible for the promotion of on-campus events

# ACADEMIC ORGANIZATION OF NORTHWESTERN COLLEGE




*Student Representative

# 1975-76 FACULTY COMMITTEES

## Academic Affairs

*Ed Ericson - NOF
Herb Ritsema - 1977, elected
Virg Muilenburg - 1977, elected
Ben Wiese - 1976, elected
Jay Van Hook - 1976, appointed
Phil Patton - 1976, appointed
Sue Den Herder (Student)**

## Admissions and Honors

*Roland Simmelink - NOF
Bill Kennedy - 1976
Peter Hansen - 1976
Marv Petroelje - 1977
Rein Vanderhill - 1977
Clyde Rensink (Student)**
Linda Leslie (Student)**

## Christian Life

*Ray Weiss - NOF
Bruce Murphy - 1977
Charles Veenstra - 1976
Marlys Ubben (Student)**
Steve Macchia (Student)**

## Faculty Status

Syl Scorza - 1976, elected
George De Vries - 1976, appointed
Don Lindskoog - 1977, elected
Ralph Mouw - 1977, appointed

## Faculty Welfare

Bob Boerigter - 1976
Phil Patton - 1976
Ron Nelson - 1977
Rein Vanderhill - 1977

## Student Affairs Committee

*Art De Hoogh - NOF
Don Jacobsen - 1977
Don Lindskoog - 1976
Herb Ritsema - 1976
Bonnie Jorgenson (Student)**
Mark Poppen (Student)**
Dawn Lindstrom (Student)**

* NOF - Nature of Office
** - Students selected by Student Senate

# ORGANIZATION OF NORTHWESTERN'S ACADEMIC PROGRAM

Theoretically, organization should be patterned on the program. Practically, however, this does not always work for the best, especially in colleges and universities. For one thing, the programs in a college are often too interwoven to organize and administer as separate units. The program in med-tech, for example, could not be a separate administrative unit from biology, chemistry and mathematics. A business program often includes economics and English. Secondly, organization and administration geared strictly to programs make for less flexibility in programming. Under such a program, the organization has to be adjusted whenever new programs are introduced.

Most colleges and universities are organized, therefore, on the bases of disciplines, departments or divisions, or usually a combination of these three or more. The more bases used for organization, the more complex the administration becomes. On the other hand, an overly simple organization may not allow for enough variations in programs.

The following organization is built on the basis of departmental units, but allows for programs to be recognized as distinct entities.

I. The basic units for organization (administration, budgeting and planning) are the academic departments.

A. The Academic Departments and Chairmen for 1975-76 are:

1. Art - John Kaericher
2. Behavioral Science - Bennard Wiese
3. Biology and Chemistry - Edward Van Eck
4. Business and Economics - Philip Patton
5. History and Political Science - George De Vries
6. Languages and Literature - to be selected
7. Mathematics and Physics - Ralph Mouw
8. Music, Speech and Drama - Rodney Jiskoot
9. Physical Education - Donald Jacobsen
10. Religion, Greek and Philosophy - Sylvio Scorza
11. Education - Rodney Juffer

B. The Functions of the Departments are:

1. Review on a regular basis the department's work in the light of the stated goals of the college.

2. Teach the courses offered by the departments.

3. Develop a long-range plan for the academic department. In light of this plan, review the instructional offerings regularly with respect to their adequacy, and propose deletions, changes, or additions to the Academic Affairs Committee for approval.

4. Distribute among its members their teaching responsibilities (in consultation with the academic dean).

5. Suggest to the Dean of Academic Affairs preferences for a chairman in the event of a vacancy.

6. Identify and administer non-curricular programs under the departments' jurisdiction including the scheduling and budgeting for such programs, e.g., recitals, art shows, plays, clubs, etc.

7. Suggest names of qualified personnel who may be added to the faculty in their departments and assist in evaluating prospective faculty members.

8. Plan long-range program for their instructional and equipment needs.

9. Purchase goods and services from within the budgeted accounts and keep records of their expenditures in consultation with the Business Manager.

10. Apportion any scholarship funds at their disposal among worthy students.

11. Specify administrative duties for its chairman.

12. With the Dean of Academic Affairs plan the scheduling of course offerings, including the long-range plan of scheduling the irregularly offered courses as well as the hourly scheduling each semester.

C. Responsibilities of Department Chairmen

1. The chairman of the department shall be directly responsible to the Dean of Academic Affairs of Northwestern College. He should be expected to work closely with him to assure continuity of the established goals of the college.

2. He should be expected to call and chair meetings of his department.

3. He should be directly responsible for making departmental budget recommendations via the Dean of Academic Affairs to the Business Manager and should maintain a month-by-month surveillance of the expenditures of the department.

4. He shall provide leadership in annually reviewing and resetting the goals of each program under the purview of his department. He shall provide leadership in promoting necessary changes in the curricular offerings related to his department. He will work with faculty in keeping courses up-to-date.

5. He should make recommendations to the Dean of Academic Affairs and the President with regard to the particular need for in-service training of his faculty, such as attendance at workshops, summer school session, seminars, and degree work as a means of improving the competency of his staff in their particular teaching discipline.

6. He should provide leadership in promoting changes in the academic curricula of the department in order to upgrade the offerings.

7. He should provide leadership in determining the academic qualifications and requirements of new personnel needed for employment in his department. In this matter he should be expected to work closely with both the Dean of Academic Affairs and the President.

8. He should have the authority, with the advice and consent of the Dean of Academic Affairs where needed, to request particular duties to be performed by members of the department, where such duties are consistent with the goals of the college and the need to upgrade faculty and/or student performance, without sacrificing the individual's right to perform his regular duties effectively.

9. He should be fully informed of administrative decisions directly affecting the department or its members, such as released time for special projects or changes in budgeting procedures and accounting.

10. Likewise, department faculty members should be expected to channel routine or special matters through the chairman's office, thereby relieving the Dean of Academic Affairs and/or the President of such extra considerations that might well be solved at the departmental level.

11. Each chairman will also have responsibilities unique to his department. This will be agreed upon by each department and the Dean of Academic Affairs.

II. Organization of Programs

A. Definition. A program is an organized package of studies or activities. They may be academic; such as the psychology major, public administration major, or a pre-engineering sequence. They are also non-credit programs such as intramurals, plays, etc. which are under the jurisdiction of the academic departments. (Some other programs involve faculty time, and while they are to be considered in faculty loads, they are not under the jurisdiction of academic departments and are therefore not considered in this organizational plan. Examples of these are intercollegiate athletics, student senate, non-academic clubs, etc.)

B. Functions and Structure of Programs. Each program will need to be identified and described in the college catalogue. Each program will be assigned to one of the academic departments or the Academic Affairs Committee, and a coordinator will be appointed to each program. Only in a few cases will programs be assigned budgets of their own, since typically they use courses and activities offered by the departments. Since programs vary widely in nature, the only structure expected for every one is a coordinator. In some cases, a committee may be appointed to assist the coordinator.

C. Responsibilities of Program Coordinators.

1. To be the liaison person between the program and anyone who has questions about the program.

2. To review annually the program and report on its activities and suggestions to the departments involved and the academic dean.

3. Make sure the catalogue description of the program is kept current.

4. To confer as needed with those faculty members involved in the program in order to be aware of the progress in the program.

5. To be present at meetings of the Academic Affairs Committee when his program is to be discussed.

D. A partial list of programs related to the overall academic program of Northwestern with coordinators for the 1975-76 year.

(Each department should review its activities and submit additional programs to the academic dean for inclusion.)

Programs for academic credit (not necessarily majors or minors)

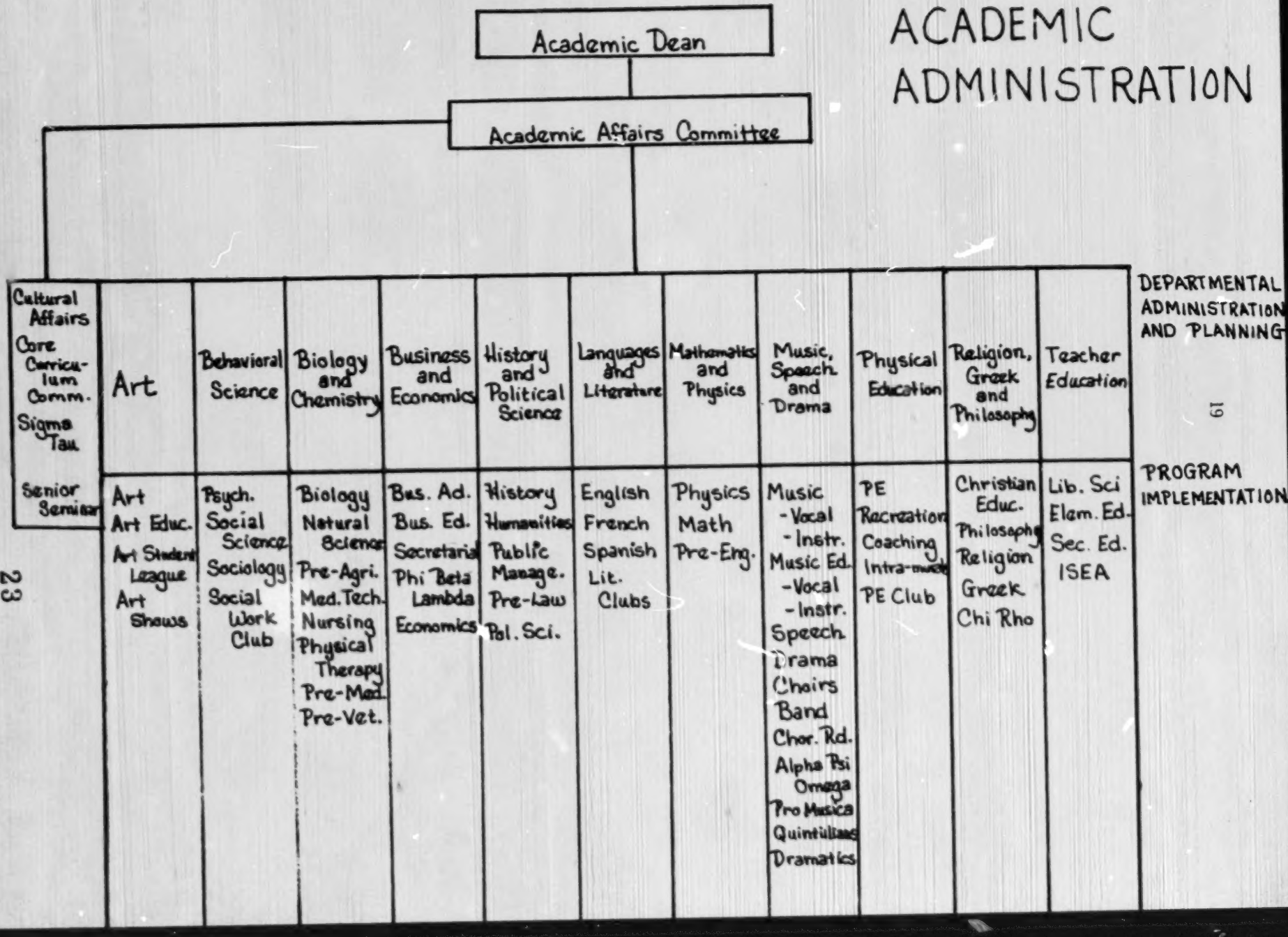
Art - Kaericher
Art Eduction - Kaericher
Band - Ritsema
Biology - Van Eck
Business Administration - Patton
Business Education - Van Maanen
Chemistry - Hammerstrom
Choirs - Van Wyk
Choral Readers - Allen
Coaching - Jacobsen
Core Sequence - Murphy
Christian Education - Scorza
Elementary Education - Huffman
Secondary Education - Ekdom
English - to be selected
French - Garrido
Greek - Scorza
History - De Vries
Journalism - Holland
Library Science - Hielkema
Mathematics - Mouw
Medical Technology - Van Eck
Music Education - Instrumental - Ritsema
Music Education - Vocal - Van Wyk
Music - Instrumental - Ritsema
Music - Keyboard - Jiskoot
Music - Vocal - Van Wyk
Natural Science - Muilenburg
Nursing - Hansen
Orchestra - Ritsema

Philosophy - E. Tratebas
Physical Education - Jacobsen
Physical Therapy - Muilenburg
Physics - Math - Veldhuis
Political Science - Petroelje
Pre-Agriculture - Hegstad
Pre-Engineering - Mouw
Pre-Law - Petroelje
Pre-Medicine - Hammerstrom
Pre-Veterinary - Muilenburg
Psychology - Lindskoog
Public Management - Petroelje
Recreation - Jacobsen
Religion - Scorza
Secretarial - Van Maanen
Senior Seminar - Nelson
Social Science - Wiese
Sociology - Wiese
Spanish - Garrido
Speech and Drama - Allen

Non-Credit Programs under Academic Jurisidiction

Cultural Affairs - Ericson
Intra-murals - to be selected
Alpha Psi Omega - Allen
Art Gallery - Kaericher
Art Student League - Kaericher
Chi Rho - Kennedy
English Club - to be selected
Phi Beta Lambda - Patton
Pi Kappa Delta - Allen
Pro Musica - Ritsema
Physical Education Majors Club - Jacobsen
Quintillians - Veenstra
Social Work Club - Wiese
Student Education Association - Huffman
Dramatic Productions - Allen
Sigma Tau - Vander Werff

# ACADEMIC ADMINISTRATION



SECTION C

# FACULTY RANKS and QUALIFICATIONS

## FACULTY RANKS

Instructor

1. Should hold the master's degree or equivalent professional attainment plus 15 additional graduate semester hours
2. Shall have evident ability as a teacher or promising potential
3. Shall be committed to the Christian aims and objectives of the college
4. Usually a minimum of 4 years of service to the institution is expected in this classification before advancement

Assistant Professor

1. Should hold the doctor's degree, should have completed course work necessary for doctor's degree, or should have equivalent professional attainment
2. Shall have evident ability as a teacher
3. Shall demonstrate ability to do scholarly work
4. Shall give evidence of commitment to the Christian aims and objectives of the college
5. Shall give evidence of institutional usefulness
6. Usually a minimum of 5 years of service to the institution in this classification before advancement
7. Beginning teacher with doctorate will ordinarily be granted assistant professor rank

Associate Professor

1. Shall hold the doctor's degree or equivalent professional attainment
2. Shall have ability as a teacher as indicated by the regard in which he is held by students, colleagues, and others in his field
3. Shall have demonstrated ability to do scholarly work appropriate to his field
4. Shall give evidence of commitment to the Christian aims and objectives of the college
5. Shall give evidence of institutional usefulness
6. A minimum of 6 years of service to the institution is expected in this classification before advancement

Professor

1. Shall hold the doctor's degree or equivalent professional attainment
2. Shall have exceptional ability as a teacher as indicated by others in his field
3. Shall have a record within his profession of productive scholarship
4. Shall give evidence of commitment to the Christian aims and objectives of the college
5. Shall give evidence of institutional usefulness

Because faculty rank at the time of employment and later promotion depends upon the satisfaction of these qualifications, an attempt is made below to further define these standards.

To demonstrate ability as a teacher, it is necessary not only to display proficiency in classroom instruction but also to stimulate intellectual curiosity in students and to demonstrate interest in their personal and academic progress. Ability as a teacher includes the function of counselor and advisor.

To demonstrate ability to do scholarly work appropriate to a particular field includes a wide range of activities. Publication, research, and creative activity would fall in this category; but other evidences of competence in a field, less likely to be identified as scholarly should also be considered. Dramatic production, leadership in the development of athletic programs, musical production, while not oftentimes identified as scholarly endeavors, should be considered in this context.

To be useful to the institution requires cooperative, active participation in committee work and other assigned duties.

It is understood that promotion is not automatic upon the passage of the minimum number of years normally required in a given rank. High quality of performance is a prerequisite for any promotion.

# SECTION D

# FACULTY TENURE

# TENURE POLICY OF NORTHWESTERN COLLEGE

## I. PREAMBLE: THE THEOLOGICAL CONTEXT OF TENURE

Academic tenure at Northwestern College is defined as a covenant between two parties with mutual responsibilities. The faculty member pledges himself to the credo of the college; in the case of Northwestern College this means quality liberal arts education, within the Christian perspective--as stated in its educational goals.

As a Christian college, Northwestern College recognizes that all decisions regarding personnel must be made with love and justice. When a professor is successful, it is the happy day of other members of the college family to offer commendation and recognition. When a professor is in need of advice and aid, it is the responsibility of other members of the college family to offer those to him in the spirit of compassionate concern; every effort should be made to help a professor improve and overcome any deficiency. By the same token, the demands of love and justice call for the college to make available to its students the best education possible and to deal honestly and forthrightly with a professor in assessment of his performance, for his own sake as well as the sake of others.

Tenure is consistent with Christian ideals of justice and fair play. Tenure has the goal of desiring to replace a climate of competitive struggle with a model of faculty as a community of co-laborers. The idea of a covenant community serving under God is basic to Northwestern's self-concept.

Tenure is a shield which allows scholars to work for the true, right, and good without being subject to unreasoned prejudice or to undue pressures from various sectors of society. The scholar deserves freedom in particular to teach, research, and publish. He needs to examine and appraise the validity of accepted values, established theories, and traditional practices. This is consistent with such accepted goals as the search for truth, the cultivation of critical intelligence, the improvement of community life, and the advancement of the cause of Christ.

Freedom is always based upon certain presuppositions within a given framework of faith. Christian freedom is always in Christ and in His covenant people. To reject these is to destroy freedom. The Christian finds freedom within a committed community. Thus, freedom implies a reciprocal responsibility. Every faculty member and every institution of learning is accountable to some authority. Northwestern College and its faculty are accountable to Christ and to His church, as manifested in the Reformed Church in America and the Board of Trustees.

## II. THE PRINCIPLE OF TENURE AT NORTHWESTERN COLLEGE

The granting of tenure means that the college formally endorses the professor's competency in meeting the standards and expectations of the college. Tenure implies that the college has confidence that the professor meets and will continue throughout his teaching career to meet the standards of his profession. Thus the college guarantees that he will be protected from arbitrary harassment in the performance of his duties. It assures the professor of the college's support and protection against all charges unless there is patent reason to withdraw that assurance.

Historically, tenure has been predicated upon the need to protect the academic freedom of the professor. Northwestern College affirms the principle of academic freedom. Academic freedom, as supported by Northwestern College, extends to the professor's discussion of his discipline in the classroom, to his research and writing, and to other public utterances in the area of his professional competence. The professor's freedom of speech beyond the campus is unabridged. Further, he is free within the classroom to comment on matters of current interest not directly related to his discipline, provided always that he does not spend an inordinate amount of time on such and that he does this in a positive, constructive way. Academic freedom does not extend to propagandizing within the classroom on behalf of the professor's personal or partisan opinions, since this would violate the students' academic freedom, that is, his right to formulate his own viewpoint free from professorial pressure and harassment.

Academic freedom as described above applies to all Northwestern professors, not just to those on tenure. While tenure enhances academic freedom, the main reason for Northwestern's practice of

granting tenure is that the college desires to secure and retain a faculty with a high level of achievement of Christian scholarship and teaching. The college offers tenure as an inducement to quality professors to develop loyal and long-lasting ties to the college.

Tenure is accorded to those professors who have demonstrated their worth to the college during a sufficiently long period of time and who give satisfactory evidence of being able to meet and adapt to the continuing and changing needs of the college for the duration of his career. Tenure provides an incentive to excellence on the part of all non-tenured professors. And since the granting of tenure demonstrates the approval and confidence of the college, it may reasonably expect that the tenured professor will reciprocate with the full commitment of his ability and energy to the goals of the college.

Northwestern College rejects the concept of a tenure quota either by department or by total faculty. Tenure shall be awarded to all those who are regarded as strong, permanent additions to the faculty. On the other hand, the college is aware of both the problems which can arise from being "tenured in" and the high percentage of tenured members in its faculty.

## III. THE PRACTICE OF TENURE AT NORTHWESTERN COLLEGE

### A. The Probationary Period

1. The normal probationary period for faculty appointments is seven years of full-time service. The decision on tenure is to be made by the end of the sixth year. In the case of a negative decision, the professor will be given a one-year terminal contract.

2. The college (President, Dean of Academic Affairs, and Faculty Status Committee) may allow up to three years of full-time teaching at other institutions of higher learning to count as part of the probationary period. Thus, in such a case the tenure decision could be made by the end of the third year at Northwestern, if the college so chose.

3. In exceptional cases the college (President, Dean of Academic Affairs, and Faculty Status Committee) may recommend the offering of tenure at an earlier date.

4. Leaves of absence for non-tenured faculty shall not count as part of the probationary period, with the following exceptions:

a. If the professor is on a faculty exchange program approved by the college.

b. If it is stipulated in the leave of absence letter that the leave shall count as part of the probationary period.

5. By mutual agreement of the college and the professor, following a negative decision for tenure, Northwestern will retain the prerogative of offering two (2) one-year contracts beyond the normal probationary period of seven years. This exception to the normal "up-or-out" principle of tenure will be limited to cases where the college wishes to retain the professor's services, even though he does not qualify at all points for tenure. Such an appointment would not preclude reconsideration for tenure at some later date.

B. Requirements for Tenure

Tenure is not to be construed as automatic. The candidate must have proved himself worthy of trust as a maturing Christian scholar-teacher. He must fulfill certain definite requirements, as listed below:

1. The professor has proven himself both as a scholar and as a teacher. Evidence of his accomplishments would consist in:

a. mastery of his discipline (normally, earned doctorate or its equivalent) and the art of communicating it;
b. the confidence and respect of his students and colleagues;
c. willingness to consider modifying his courses in the light of student reaction and developments in the discipline;
d. continuing contact with the literature of his field;
e. participation in appropriate professional organizations;
f. where possible, making contributions to knowledge in his discipline through lectures, publications, performances, exhibits, etc.

2. The professor endorses and promotes the aims of Christian liberal education of the college as set forth in the college's constitution, bylaws, faculty handbook, and stated educational goals. And he must show evidence of real Christian growth in the whole matter of integration of faith and learning in his own discipline and in education generally.

3. The professor expresses an active Christian commitment, which in the Reformed tradition includes identification with a local body of believers.

4. The professor has demonstrated his value to the college in terms of relationships with the church, the community, the students and colleagues, and in terms of his general contribution to the ongoing business of the college (e.g., committee work).

5. The professor has professorial rank: Assistant Professor, Associate Professor, or Professor. Only those whose primary task is in the area of scholarship and teaching are eligible for tenure.

C. Procedure for Tenure Consideration

1. Prior to tenure consideration each faculty member shall be evaluated, at least every other year, by students, colleagues, the Faculty Status Committee, and the Dean of Academic Affairs. The results of such evaluations shall be made known to him by the Dean of Academic Affairs.

2. Candidates for tenure will be reviewed by the Faculty Status Committee and the Dean of Academic Affairs. The Committee and the Dean will make independent recommendations to the President. In the event that these recommendations differ, the President will call the Committee and the Dean together and try to reconcile the differences. The final on-campus decision will belong to the President.

3. The President will present to the Board of Trustees his decision. The Board of Trustees will make the appointment to tenure.

4. The following items will be considered in a tenure decision:

a. An up-to-date vita, including publications and other pertinent evidence of academic achievement.
b. A statement from the professor explaining his philosophy of education and how he sees his role in a Christian liberal arts college. To this, he may append whatever miscellaneous comments he feels may strengthen his candidacy for tenure. At the professor's invitation, visits to or videotape viewings of his class sessions by the Dean of Academic Affairs and/or members of Faculty Status Committee.
c. Student evaluations of faculty performance.
d. Written statement of the departmental chairman.
e. Such written statements as either the college or the professor solicits from other on-campus sources.

5. Any of the following shall be deemed permissible reasons for non-appointment to tenure:

a. The lack of fulfillment of any of the requirements for tenure (listed above).
b. Performance and qualification which, although not unsatisfactory in terms of the qualifications for tenure, will not enable the college to achieve its intended future educational objectives and standards.
c. Changes or anticipated changes in the institution's academic program, such as the dropping of a major or program or the lessened need for staff in the given area.

6. Although both result in a termination of contract, nonappointment to tenure is not identical with dismissal for cause; the distinction is crucial. Dismissal involves bringing charges or showing cause why a professor's service should be terminated. Nonappointment to tenure is a regular and indispensable feature of any tenure system that includes a selection process resting on probationary service. It involves the application of relevant criteria, leading to a judgment that it is not in the college's best interests to confer tenure. It is not a negative judgment on the candidate's person or even necessarily on his academic ability.

7. At the candidate's request, the reasons for a decision not to confer tenure will be supplied to him.

8. In the case of a negative decision on tenure, the candidate shall be notified so that he may request, if he so desires, a hearing on the evaluations before the Executive Committee of the Board of Trustees. He may appear before them in person. Their decision will be final.

D. Review of Tenured Professors

1. While tenure normally affords a substantial degree of job security, this security is not absolute. The college expresses its confidence in the professor when it awards him tenure. The continuance of that expression of confidence depends on the professor's continuing to deserve it. To retain tenure, the professor is expected to:

a. Maintain his loyalty to the college and its Christian stance and give continued evidence of good character.
b. Maintain his professional competence.
c. Maintain his effectiveness and diligence in the performance of his duties.
d. Cooperate in regular evaluation procedures regarding his performance.

2. The effectiveness of the tenured professor shall be reviewed regularly by the Faculty Status Committee and the Dean of Academic Affairs. If at any time the professor's performance is found to be unsatisfactory, the college shall give the professor a written statement of those areas in which he must make significant improvement. Seriously unsatisfactory performance may warrant that the professor's next academic year be stipulated as a "warning year," in the latter part of which the professor shall be re-evaluated. During this "warning year," the professor shall not be entitled to promotion or salary increase. If the re-evaluation is negative, the professor shall be given an opportunity to resign or (if appropriate) to take early retirement. Should the professor not avail himself of either of these options, formal proceedings under academic due process, leading to penalties up to and including dismissal, the professor shall be given either a terminal year contract or a one-year severance payment.

3. The following are the sanctions deemed legitimate if the tenured professor is judged to be performing unsatisfactorily--in ascending order of severity:

a. Oral reprimand.
b. Written reprimand.
c. Loss of prospective benefits for a stated period (e.g., suspension of "regular" or "merit" increase in salary or suspension of promotion eligibility).
d. Reduction in rank.
e. Reduction in salary for a stated period.
f. Enforced leave of absence without pay for a stated period up to a year, without other prejudice.
g. Dismissal.

E. Grounds for dismissal of tenured faculty (adequate cause). The continuing appointment of tenured faculty may be terminated by the college if a faculty member has rendered himself subject to dismissal for any of the following reasons:

1. professional incompetence or irresponsibility.

2. moral dereliction.

3. disaffection from the Christian commitment and Christian purposes of Northwestern College as set forth in its constitution, by-laws, faculty handbook, and stated educational goals.

4. violation of the contractual letter.

5. financial exigency. A bona fide financial exigency in the institution which necessitates curtailing program and staff is also recognized as cause for release of tenured faculty where adaptation to other disciplines is impractical. The claim of fiscal necessity must be demonstrable, not contrived. The faculty shall have some voice in determining any cuts in the academic program.

a. Staff reductions caused by financial exigency shall normally be made in the affected departments from among non-tenured staff.
b. Reductions to be made from tenured staff in affected departments shall, as a general practice, be made on a last-appointed-to-tenure-first-to-go-basis. In the event of a tenured professor's release, the college will make every effort to place him in another position.

c. A tenured professor released because of financial exigency shall be offered a return to a tenured position in his department if, within three years of his release, his former position is restored.
d. A tenured professor released because of financial exigency shall be given a one-year terminal contract.
e. The college retains the right to release a tenured professor rather than a non-tenured one in the exceptional circumstance that the college can demonstrate that the automatic application of the normal policy would seriously compromise the quality of the educational program.
f. A change from full-time to part-time service, on grounds of financial exigency, is an acceptable option.

F. Procedure for dismissal of tenured faculty and appeal (due process).

1. Recommendation for dismissal of a tenured faculty member is initiated by the college president and is effected by the Executive Committee of the Board of Trustees. The faculty member must be informed that the question of his dismissal is resting before the Executive Committee, the grounds for dismissal as stated, and the privilege of appearing before that committee before they act if he so desires. The faculty member will be given prompt notification of his dismissal and may request a review of his situation within a period of six weeks from the notification of his dismissal.

2. If a review is requested, the faculty member shall be given a written statement describing the grounds for his dismissal. Prior to the hearing before the board of review, the faculty member will have at least two weeks to select counsel, prepare his defense, and summon witnesses. The college president and/or academic dean may also be required to appear before the board of review. A full stenographic record of the hearing will be made available to all concerned parties.

3. The board of review will be composed of eight members of the Committee on Academic Policies of the Board of Trustees or of other trustees selected by the chairman of the board, four faculty members elected by the faculty, and four faculty colleagues selected by the dismissed faculty member. The chairman of the Committee on Academic Policies of the Board

of Trustees, or a member of that committee designated by him, shall serve as chairman of the board of review. The hearing will be private unless the faculty member whose case is being heard requests that it be public.

4. Dismissal of the faculty member will be upheld or reversed by a majority vote of the board of review. Results of the hearing will not be publicized except at the request of the faculty member whose case has been reviewed.

SECTION E

FACULTY SALARY SCHEDULE

FRINGE BENEFITS

PROVISIONS FOR PROFESSIONAL GROWTH

1975-76 Salary

The following ranges are those in effect during the 1975-76 school year.

| | |
|---|---|
| Professors | $14,691 - 16,730 |
| Associate Professors | 12,555 - 15,800 |
| Assistant Professors | 10,460 - 12,773 |
| Instructors | 10,000 - 10,800 |

Fringe Benefits

1. Medical Insurance. The college program of medical and insurance benefits includes hospitalization and surgical benefits with Blue Cross and permanent disability policy and a unit of life insurance with Combined Insurance and Safe Co. Insurance Company. The college pays the cost of the disability and unit life benefits and the Blue Cross/Blue Shield benefits to cover the faculty member. Faculty members pay the cost of included dependents in the program. The employee may also purchase dependent life insurance for members of his or her family, available at a very low cost. Supplemental insurance on the employee, units of not less than $10,000, is also available to the employee at a small monthly payment.

Coverage will be effective on the 1st day of the calendar month following 30 days of employment.

2. Retirement Benefits. Beginning September 1, 1968, full-time faculty and administrative officers became eligible for the college retirement program on the effective date of their appointment. The college will contribute a sum equal to five percent (5%) of the gross salary of the faculty member to a retirement plan of the faculty member's choice provided the faculty member also contributes three percent (3%) of his salary or more to the program. Northwestern College faculty members are eligible to participate in the Reformed Church Retirement and Contributory Annuity Fund which is operated by the Board of Pensions of the Reformed Church in America, or in the Teacher's Insurance and Annuity Association.

3. Social Security benefits as prescribed by federal law.

4. Full Tuition Waiver. Dependent children of faculty members are obligated to apply for any state or federal scholarships or grants for which they might possibly be eligible. Those faculty children

who applied but did not qualify for assistance covering full tuition costs will receive financial aid needed to provide full tuition from college funds.

Faculty wives are eligible for tuition waivers for all work taken on campus.

5. Housing Allowances for ordained clergymen on the staff as established by action of the trustees in accordance with Internal Revenue Service regulations.

6. Assistance with Moving Expenses. Normally, the college reimburses one-half of moving expenses on household goods up to $500 for faculty who remain a member of the Northwestern faculty for two years or more. If the faculty member leaves after one year of service to Northwestern he must reimburse the college one-half this sum.

7. Book Discount. Professional books may be purchased through the College Bookstore at cost plus a small fee for postage and handling.

8. Faculty Admissions Cards providing free admission for the faculty member, spouse and dependent children to all college-sponsored events. A reciprocal arrangement with our associates in the Tri-State College Conference will also admit the faculty member and a guest at their home athletic events (only for "away" games.)

9. Individual Publications. There is a modest budget item for faculty research. Proposals for funding will be handled by the Faculty Welfare Committee.

Provisions for Professional Growth

1. Faculty Summer Study Grants. Amounts of grants will be based upon the years budget appropriation and the principle of distribution determined by the Dean of Academic Affairs, who will ordinarily consult the Faculty Welfare Committee for guidance.

The Academic Dean will notify faculty members of the deadline for applications for a summer program. Applications must include location of the program, a description of the program, a statement of how the faculty member and the college program stands to benefit from such a grant, and an estimated budget for the proposed project. (This need not be of nit-picking exactness, but should be sufficiently detailed to be informative.)

Decisions will be announced in sufficient time for planning and making necessary arrangements. Every effort will be made to pass these around so that every faculty member receives one, but the burden of developing a worthy project and properly submitting it falls upon the faculty member.

2. Sabbatical Leaves. On completion of seven years of service to Northwestern College a faculty member may request sabbatical leave. If granted by the college trustees, the faculty member will receive full salary for one semester's leave or half salary if leave is taken for the entire year.

Faculty members eligible for leave should submit a letter addressed to the Executive Committee, Northwestern College Board of Trustees, c/o the Dean of Academic Affairs. It should contain a formal request, inclusive dates, where leave is to be spent and a brief prospectus of study plans.
The application is to be submitted by December 1 of the year previous to the requested leave.

Upon return from leave, the faculty member is expected to turn in a report briefly describing his activities and achievements.

All of a faculty member's seniority rights, appropriate perquisites and salary status are retained during any authorized leave of absence. Fringe benefits during sabbaticals are as follows:

Medical Insurance - College's share is maintained in full force.
Retirement Benefits - College's share is prorated to sabbatical salary. Full payments may be maintained by the faculty member.
Social Security - Continued as prescribed by law.
Full Tuition Waiver - Are to be formally requested from the Dean of Academic Affairs
Book Discounts - Continue
Faculty Admission cards are not issued but faculty may make arrangements for admission to events during periods they are in town.

3. Faculty Travel. Travel of faculty members to professional meetings is encouraged. There is an item in the annual budget devoted to faculty travel which allows that faculty members will have their expenses paid, in part or in full, to attend scholarly meetings. Preference will be given to those who are presenting papers or otherwise appearing on programs. Dispensing of faculty travel funds will be the duty of the Dean of Academic Affairs.

Upon return of the faculty member to campus, a "Highlights of Meeting" form should be picked up from and returned to the Dean of Academic Affairs office.

4. Faculty Research. The college annually budgets a certain figure for research and will support faculty research and publication within the limits of the budgeted item. Secretarial expenses, duplicating expenses, and travel expenses are allowable. All requests must be submitted to the Faculty Welfare Committee for decision. Matters taken into consideration will include the following: time of year that request is submitted (the earlier the better), total amount requested (the smaller the better), likelihood of acceptance for publication, inability to complete the research without the institutional funding.

## SECTION F

## RESIGNATION

Faculty members who have signed their contracts for the forthcoming academic year shall give notice of their intention to resign and request release from their contract no later than May 1. If notice of intention of resignation is given after May 1, the faculty person will be released from his contract only if a replacement satisfactory to the college administration can be found.

## SECTION G

## RETIREMENT

Retirement for college employees with or without faculty status is at age 65. The college may, at its discretion, hire a given employee on a year to year basis until he/she reaches the age of 70.

# SECTION H

# ACADEMIC FREEDOM

Academic freedom is an atmosphere, a climate in which it is possible for the mind and the imagination to stretch and grow in pursuit of truth. It is a climate which allows open discussions of issues from all relevant perspectives. Northwestern College recognizes that academic freedom is not a concession by trustees or administration, but is inherent for all sound scholarship and teaching. The problem of the Christian college in relation to academic freedom is to preserve a climate conducive to thinking and investigation while avoiding the Scylla and Charybdis of indoctrination and intellectual anarchy. An essential step in establishing such a climate is the open declaration of the character and aims of the college.

Academic freedom at Northwestern College begins with the responsibility of the college to make clear its Christian character and purposes and its educational aims. The college catalog and Section A of the Faculty Handbook attempt to do this. As prospective faculty are interviewed, every effort is made to acquaint prospective faculty with the college's commitment and how it is given expression in the campus community. Before a faculty member accepts an invitation to join the Northwestern College faculty, we want him to be clear about the framework within which the college operates and which gives the college its particular character.

Persons invited to the Northwestern College faculty have given evidence of good academic preparation and competence in teaching. Also, they have declared their personal commitment to the Christian faith. If their religious background has not been in the Reformed Protestant tradition, they have indicated their fundamental sympathy with this tradition. Having then accepted an appointment to the Northwestern College faculty they carry out their vocation in the tradition of freedom within the biblical faith which characterizes the life of the college, its parent denomination and the church universal.

As Christians we believe that the roots of personal freedom inherent in the character of God and His love for men as individual persons, and that freedom is guaranteed to men through His redemption in Jesus Christ.*[1]

The freedom of the Christian is capsuled in these words:

> "If you continue in my word, you are truly my disciples, and you will know the truth, and the truth will make you free. . . if the Son makes you free you will be free indeed." (John 8:31,32,36)

It was apparently with these words in mind that the Archbishop Temple once remarked:

> "Freedom is the first presupposition of the Gospel. . . For it is in and through this freedom that a man makes fully real his personality -- the quality of one made in the image of God."

The thrust of these words of Jesus is that freedom is given, its guarantor is God, and it involves "continuing in my word", i.e., struggle, learning and grasping after truth in a relationship of communion with God through Christ as one grows toward personal maturity -- "For freedom Christ has set us free; stand fast therefore, and do not submit to a yoke of slavery." (Galatians 5:1)

Believing then, that its commitment to the Christian faith is a liberating force in human affairs and a remarkably good base for an education in the liberal arts, Northwestern College has since its beginnings been deeply committed to furthering the development of a well-considered, maturing Christian faith in students and faculty alike. It brings to its faculty persons who are, in the judgment of responsible administrators, persons of scholarly competence, personal Christian faith and mature judgment. To these persons we extend our trust, confident that they will exercise their freedom with fitting regard for the extension and enhancement of the Kingdom of God, an informed concern for the welfare of their students and the good reputation of Northwestern and, as dedicated teachers and learners, fearlessly pursue the truth with the conviction that all truth is one and that since it is God's truth, honest inquiry need never be feared.

When the Reformed community has been truest to its roots, it always has rejected anti-intellectualism and rigid, defensive dogmatism. It has recognized, with the Apostle Paul, that "now we see through a glass darkly . . . now we know in part." The Reformed community has throughout its history been aware of the divine injunction to "have dominion over all the earth," i.e., to penetrate its mysteries, and John Milton served the Reformed community well when, in his Areopogitica, he insisted,

> "Where there is much desire to learn, there of necessity will be much arguing, much writing, many opinions; for opinion in good men is but knowledge in the making."

Northwestern College then extends to its faculty freedom of inquiry and freedom to set forth his conclusions, conditioned only upon what we regard as legitimate qualifications:

1. His conclusions be "gained by a scholar's methods and held in a scholar's spirit." (Luella Cole, Background for College Teaching, p. 521.)

2. He examines carefully the presuppositions on which his conclusions are based, comparing these in a scholarly spirit with those that undergird the Historic Christian faith as expressed in the statements and practice of the Reformed Community.

3. He gives due regard to the immaturity and impressionability of his students and to the canons of good taste in presenting his conclusions to his students.

4. He refrains from "taking advantage of his position by introducing into the classroom provocative discussions of irrelevant subjects not within the field of his study." (Bulletin of the AAUP, 25:52, 1940).

5. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educator, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Intellectual freedom does not rule out commitment; rather it makes it possible and personal. Freedom does not require neutrality on the part of the individual nor the educational institution -- certainly not toward the task of inquiry and learning, nor toward the value systems which may guide them as persons or as schools.

Hence, institutions may hold to a particular political, social, or religious philosophy as many individual faculty members or students. But to be true to what they profess academically, individuals and institutions must remain intellectually free and allow others the same freedom to pursue truth and to distinguish the pursuit of it from a commitment to it.

To summarize: Within the framework of our common commitment, a member of the faculty can assume when he accepts his appointment at Northwestern College that he has freedom in the areas of research, instruction and expression of opinions. His exercise of his legitimate rights as a citizen and a member of this community shall in no way affect his tenure. It is assumed, however, that faculty members will bear in mind that a school's good name rests largely upon the words, actions and spirit of its faculty; and that a faculty member's conclusions should be the fruit of competent, sincere inquiry and should be decided with responsibility, dignity, courtesy and temperateness of language.*2

*1While our bases for freedom differ from that of those who premise their plea for human freedom on a doctrine of "Natural Rights", nevertheless, we find in practice that we are frequently in agreement on specific issues and are equally zealous to promote those conditions in personal relations and in society that make for freedom to develop personal potentiality and to participate in the critical choices that affect a person's destiny.

*2This summary is drawn almost verbatim from a statement on page 522 of Luella Cole's Background for College Teaching.

# SECTION I

## FACULTY RESPONSIBILITIES

General

In past years, incoming faculty signed a contract which contained in substance the following terms of employment:

1. Fundamental agreement with the college as it purposes to provide its students with a quality liberal arts program premised on the biblical perspective God, man, nature, and history, as understood by the Reformed Church in America, and an active promotion of these ends.

2. Regular involvement in the life of a local congregation of the Christian Church and active support of measures designed to further the religious life of the campus community, particularly the college chapel program.

3. If a faculty member should come to feel that he cannot in good conscience remain fundamentally sympathetic to the college's Christian framework of reference and expression, then he ought to resign from the college.

While these points are no longer being spelled out contractually, we do assume those who join our faculty are committed, practicing Christians who are heartily in sympathy with the stance of the college and eager to further its mission; and that this commitment will find expression in the way they perform their professional responsibilities and in their contributions to the life of their church and the community.

Article V, By-laws of Northwestern College -- Articles of Incorporation

Section 1. The faculty shall consist of the president of the college, the dean, the registrar, and such other officers of administration and instruction as may be deemed necessary.

Section 2. The faculty shall hold regular meetings, not less frequently than once a month during the sessions of the school. They shall appoint a secretary who shall keep a record of their proceedings. They shall make such rules of procedure and provide for such committees as may be required. The book of minutes shall be presented to the Board of Trustees for examination at the regular meetings.

Section 3. The faculty shall prescribe, subject to the approval of the Board of Trustees, requirements for admission, courses of study

conditions of graduation, nature of degrees or diplomas of graduation, rules and methods for the conduct of the educational work of the college, and shall recommend to the Board candidates for such degrees, diplomas of graduation, awards of fellowships, scholarships, and prizes as shall be established by the Board.

Section 4. The faculty shall cooperate with the president and the deans of the college in the maintenance of good order, the care of all school properties, in the investigation of cases of misconduct of students or violation of rules by students, and in the administration of discipline as circumstances may require.

They shall prescribe rules for the regulation of students, student publications, athletics, inter-collegiate games, muscial, dramatic, and literary organizations, and other student affairs and activities.

Teaching Load

The normal teaching load at Northwestern consists of twelve hours and is assigned by the Dean of Academic Affairs in consultation with departmental chairmen. Loads may vary on the following bases:

1. Laboratory courses
2. Administrative duties
3. Number of preparations
4. Other factors regarded as compelling by the Dean of Academic Affairs, perhaps on recommendation of the departmental chairman.

Night classes are assigned as part of the teaching load and weighed the same in computing teaching load as day classes.

Doubtless full-time faculty members recognize that their primary professional responsibility is to the college. Therefore, we assume that they will not undertake any off-campus employment which would dissipate classroom effectiveness or interfere with performance of college responsibilities.

Professional Advancement

We assume our faculty to be persons with high professional standards for themselves and their students. Several provisions have been made to help our faculty maintain excellence in professional preparation and experience. These are listed in Section E, pages 2 and 3.

Load Equivalents for Faculty

Equated loads will be worked out depending on the duties involved in each case. The basic guideline would be that of a typical load expectancy. A typical load expectancy at Northwestern is:

12 credit hours of teaching per semester

1-2 committee memberships

15-20 advisees

Some administrative and supervisory responsiblity in connection with courses, clubs, student activities, independent studies, etc. is anticipated but if these begin to take significant time, some adjustments will be made.

Faculty Duties: An Expansion

1. Chapel Services. These are scheduled daily under the direction of the college chaplain. Faculty are expected to attend regularly the chapel services and will be invited to take responsibility for conducting a chapel service from time to time.

2. Official College Events. Faculty members are required to attend the autumn convocation officially opening the school year, the baccalaureate service, and the commencement exercises. The traditional academic procession requiring full academic regalia is customary on these occasions. Professor Nelson Nieuwenhuis will arrange for rental of caps, gowns and hoods at request of faculty members who do not have their own.

Faculty not only are welcome at all college social events, including mixers, alumni gatherings, student concerts and recitals, drama productions, inter-collegiate sporting events and many similar alumni and student activities -- their presence is eagerly sought. Student-faculty contacts in such contexts greatly benefit both, which is a real benefit of the small campus community. Except as otherwise specified, your Faculty Admission Ticket is sufficient to admit you, your wife/husband and dependent children.

3. Chaperoning Student Activities. Advisors appointed by the administration as part of the responsibility they assume in accepting this post will act as chaperone for campus organizations. The chaperone is expected to be present throughout the entire event and to act as the representative of the administration in seeing that the policies and regulations of the college are carried out. This includes cleaning up of facilities and returning of any equipment used. If at any time the chaperone is unable to attend, he may invite another faculty member to substitute for him. In this case he should inform the Dean of Students in advance of the change.

4. Student Discipline. Student discipline in the case of serious infraction is administered by the Faculty Committee on Student Affairs along with the Dean of Student Affairs. Minor infractions are handled by the Residence Hall Council.

Regulations governing student life on campus are to be found in the Student Handbook and in the college catalog. Faculty are expected to be familiar with these.

SECTION J

# ACADEMIC PROCEDURES

Absences, Faculty

1. Class. When an absence is anticipated ahead of time, the department chairman should be notified and arrangements made to have the class profitably occupied. A fill-in person, audio- or video-taped lectures, group work, independent projects, etc. may be used.

When unexpected absences occur, the Dean of Academic Affairs or department chairman should be notified so that classes can be informed with posted notices.

2. Commencement. All faculty members are expected to be at commencement, but may be excused for important duties elsewhere. Requests for absence from commencement are to be directed to the Dean of Academic Affairs.

Absences, Student

The college holds that regular class attendance is essential to scholarship. No system of cuts is recognized. Instructors should be informed by the student of any anticipated class absences. Penalties or make-up privileges for any class absences are left to the discretion of the instructor.

The registrar's office should be informed as soon as possible if a student is going to be absent from classes for several days due to illness. It then becomes the responsibility of the registrar to notify the instructors involved.

Faculty members may reduce grades for absences, particularly if the nature of the class procedure depends on student participation. If such a practice is to be followed, it should be so stated in writing in the course syllabus.

Academic Probation

When a student's G.P.A. falls below the level specified in the catalog, he is placed on probation by the Admissions and Honors Committee. Normally such a student is limited to 12 hours of academic work, and limited by the Admissions and Honors Committee as to involvement in extra-curricular activities.

A letter is sent to the student's advisor regarding the action.

In some cases, limiting a student's activity is not a solution to his problem. If the advisor believes the student should be kept busy, he and the Dean of Academic Affairs may work out a program designed to help the student with his difficulty. Participation in the Metropolitan Studies Program in Chicago for full credit is an acceptable option for a student on academic probation.

Advisors, Appointment of

Assignment of advisors is under the jurisdiction of the Director of Admissions, with the collaboration of the Dean of Academic Affairs.

The Dean of Academic Affairs will give to the Director of Admissions a list of advisors who will be available for freshman advising. The Director of Admissions will suggest advisors on the basis of student interests and needs. He will make the official assignment and forward the folders and necessary materials to the advisor.

Advisors specially assigned to freshmen will be appointed by the Director of Admissions, with the collaboration of the Dean of Academic Affairs. Selection of freshmen advisors should be based on interest of faculty member, need for representation from various departments, and faculty member's total load.

Advisors, Changing of

If a student wishes to change advisors, he should make the request to the registrar. If he approves, the registrar will assign a new advisor, notify the former advisor and make sure the advisee's records are transferred.

Advisors, Duties of

1. Keeping usable information. Separate folders for each advisee will be given the advisor by the registrar. They contain the following material:

a. Checklists should be kept up to date each semester. They are turned in to the registrar at the beginning of the student's last semester so that the registrar can make his degree check from them. It is suggested you have the student keep a copy of his own checklist.

b. Grade Reports. The advisor is to review each semester's mid-term and final grades as well as cumulative G.P.A.'s. When these indicate problems, an appointment should be scheduled to review difficulties and plan for solutions.

c. Pre-College Records. These may include high school grades and scores as well as ACT scores and similar information. The advisor should know the meaning of this information and use it assisting students in making their decisions.

2. Assisting in registration -- see also "Registration." The student is ultimately responsible for meeting requirements, but the advisor has the duty of knowing the requirements and helping the student meet them. The checklist should be reviewed each registration period.

3. Personal counseling. Take time to listen to advisees. A routine question may be only a contact point for more serious ones. If questions arise beyond your knowledge or ability to work with the student, make an appointment for the student with the college counselor, Director of Financial Aids, Registrar, or other appropriate personnel.

4. Keeping office hours as posted.

Questions regarding advising may be directed to the registrar, Dean of Academic Affairs, Director of Financial Aids, or the college counselor.

## Announcements

The channel for announcements is the Daily Bulletin. Notices for the Daily Bulletin are handed in to the Dean of Student Affairs Office by 2:00 p.m. of the day preceding their appearance. They should include the dates the notice is to appear and must be signed in case further information is needed.

The bulletins are placed in faculty mailboxes and on campus bulletin boards.

No announcements are made in chapel -- approved policy of the Christian Life Committee.

## Auditorium, Use of

The auditorium-gymnasium is used by several departments and outside groups. All requests for the auditorium are cleared through the Dean of Student Affairs.

Book Purchases by Faculty

Professional books may be purchased at the bookstore by the faculty at cost plus handling.

If a faculty member needs a desk copy of a text, a request should be sent to the publisher for one. If none is available, the faculty member may charge on copy of assigned texts to his department in the bookstore upon approval of the appropriate department chairman.

Only desk copies of texts and books for the library may be charged to departmental budgets at the bookstore.

Cars, College

Give the Business Manager at least 24-hour notice of the need of a car by filling in a request form giving department to be charged, destination and driver.

Make arrangements to receive the keys. If the trip is of some distance, also get a credit card. Please turn all credit card slips in to the Business Manager's office.

A mileage report card will be received with the keys. Fill in the card and note any mechanical problems or expenses and return with the keys to the Business Manager.

When you have finished using a car, the keys should be checked in to the Business Manager's office immediately. If the hour is late, please make some provision with the Business Manager so that keys will be deposited in case the car has to be on the road early the next morning.

All cars are to be checked in every week so that they may be looked over. The cars must be kept in good state of repair and your assistance will be appreciated.

The account to which the trip is charged will be responsible for all parking violations. The driver will be responsible for all traffic violations.

We have had a number of reports of student abuse of automobiles. Please help control this.

Changes in Academic Program

Courses may be dropped during the first eleven weeks of classes. Courses dropped after this date will be recorded as F.

The form for these changes is obtained from the registrar. They are to be signed by the instructors of the courses dropped and/or added. The change must be approved by the faculty advisor. The form is to be signed by the business office after payment or refund of any fees. The form is then given to the registrar who will make the necessary changes and notify the instructors involved.

Chapel, Use of

To avoid unnecessary conflicts in use of the chapel, the following policy has been established, which requires channeling ALL CHAPEL SCHEDULING through Rodney Jiskoot, as follows:

1. Dr. Jiskoot will publish a semester chart showing when the chapel is to be reserved for organ lessons and practice times.

2. Each Thursday afternoon, he will publish a chart showing the above items plus additions for the following week which he has approved. This chart will be posted at the southeast entrance to the chapel.

3. Reservations should be made through Dr. Jiskoot as far in advance as possible.

4. After weekly chart is posted, the chapel may be reserved by signing the chart, in "open" times.

5. The chapel may be used on an impromptu basis if no one has previously scheduled the time.

6. Activities not specifically requiring the chapel should be scheduled in other rooms.

7. The Dean of Student Affairs Office will continue to publish events of general interest in the Weekly Bulletin. Requests from off-campus groups for use of the chapel should continue to be directed to the Dean of Student Affairs office.

8. Each person or group using the chapel is asked to clear the stage of all equipment as soon as they are finished.

Cheating

Northwestern at present has no institutional policy or procedures for cheating. The usual action is for the instructor to disallow the quiz or examination on which a student is caught cheating.

The name of the student known or strongly suspected to be cheating is to be given to the Dean of Academic Affairs.

Courses Taken Off Campus

1. Correspondence Courses. Students may take correspondence courses from other schools while attending Northwestern. The student should:

a. Check with the registrar or Dean of Academic Affairs to be sure the course is acceptable at Northwestern.

b. See his advisor to get approval on total load. Some correspondence schools require the signature of the Dean of Academic Affairs granting approval, in which case the advisor should forward a note of approval to the dean.

c. Ask the school to send a transcript to the registrar.

Catalogs of correspondence courses are available in the registrar's office.

2. At other schools (except Westmar and Dordt). Students planning to attend classes at other schools while at Northwestern should follow the above steps. They will then make arrangements with the other colleges to enroll and pay their fees.

3. Courses taken at Westmar and Dordt not offered at Northwestern. Northwestern has an agreement with Westmar and Dordt whereby Northwestern students may take courses at Westmar and Dordt which are not offered by Northwestern on a space-available basis.

The student registers for the course at Northwestern and indicates on his registration form that he will be taking it at Westmar or Dordt.

The student should arrange to see the teacher at Westmar or Dordt before the first class meeting to check out any questions either one may have.

The student does not register at Westmar or Dordt or pay tuition there. It will be included in his Northwestern tuition.

Northwestern's registrar will send the grade sheets to the Westmar or Dordt instructor, who will return the grades to the Northwestern registrar.

Instructors at Northwestern who have Westmar or Dordt students in their classes under similar arrangements will send their grades to the registrar at the cooperating college.

If anyone at Northwestern has questions, he should see the Northwestern registrar or academic dean.

Declaration of Majors

All students must file a declaration of major. They are encouraged, but not required, to declare their major before the end of the sophomore year. To declare a major, the student should get two copies of the application form from his advisor or the registrar. The student will fill it in and give copies to the appropriate department chairman.

The departmental chairman will keep one copy. The department may distribute the declarations of major to a designated person in each department or keep them in the division head's office -- whichever will work best in each department. The department may also at this point suggest the advisor to be assigned.

The student will take the second approved copy to the registrar for filing and official assignment of a new advisor, if necessary.

Dining Hall

Faculty and guests are welcome and encouraged to take meals in the college dining room. There is a cash charge for each meal payable in the line.

Duplicating Services

The Machines Room offers mimeograph, ditto, and multilith offset services.

Material for duplication can be submitted for typing by the staff, or copy can be submitted from which masters may be made directly for the offset. If duplication is desired on the mimeograph or ditto, masters must be cut before submitting for duplication. All ditto and mimeograph masters are kept in the Machines Room.

Work is to be submitted 24 hours in advance of need, with the name and department of the person requesting the work, the number of copies desired, and time needed.

Equipment, Use of School

The college tractor and pick-up truck are not for private use. If staff or students wish to use these vehicles, they may be used for a small rental fee. Permission must be obtained from the Business Manager.

Examinations and Grades

Evaluation of student progress should be continuous, with feedback to the student as soon as possible. Evaluation may be through discussion, oral questioning, written quizzes and examinations, etc. The form of evaluation is left to the discretion of the instructor, but must be explainable and understandable by students. Grades are to be turned in at mid-term and end of term. The registrar sends forms for this to each faculty member.

A copy of the final exam or its equivalent is to be turned in to the dean's office when grades are submitted.

Incompletes are to be given only when the student has had serious unavoidable difficulties such as extended illness or family afflictions. A note stating reasons for the incomplete is to be attached to the grade sheet. Part of a college education is planning one's work and getting it done. The granting of unwarranted incompletes does not encourage the disciplined life style a college graduate should possess.

Changes of grades after submission to the registrar are made through the Academic Affairs Committee. A letter stating the reason for the change is to be submitted by the instructor to the Dean of Academic Affairs, who will present it to the committee.

Excess Loads

Before a student may register for more than 17-1/2 hours, he must fill in a request form. This is obtained from the registrar's office. It is to be approved by the student's advisor and the Dean of Academic Affairs. It is then submitted with the registration form.

Field Trips and Other Off-Campus Activities Related to Classroom Work

The appropriate form is obtainable from the Dean of Academic Affairs' secretary and must be filled out and returned to the Dean of Academic Affairs' office at least thirty days before the date of the contemplated trip.

The Dean of Academic Affairs will approve or disapprove the request and if approved, place the event on the college calendar. In unusual circumstances the request may be referred to the Administrative Committee for final action.

When the event is approved, the Dean of Academic Affairs will prepare a list of all the names of students involved in the event and the list will be given each faculty member at least twenty-five (25) days previous to the event.

Please note the schedule on this procedure. This is to help faculty members plan their course work.

Faculty Grievances

The following procedures were established by the Committee of Faculty Affairs and Professional Standards on September 29 and October 6, 1972:

1. If the grievance is of a personal nature, a letter will be sent to the college administration and/or the Faculty Welfare Committee, by the faculty member involved, stating the nature of his grievances. The faculty member involved may then have

a conference with either the Dean of Academic Affairs, the President of the college, or the Faculty Welfare Committee.

2. If the concern regards the entire faculty, or a group within the faculty, a letter will be sent to the Faculty Welfare Committee stating the nature of the concern and a request for proper action.

3. If on occasion that it becomes necessary, the Faculty Welfare Committee, or a sub-committee consisting of some members of this committee and some of the faculty and administration may serve on a review board.

Food Service

Food services at Northwestern are contracted to an independent company. The company will provide a wide variety of services from coffee at meetings to special dinners. Arrangements for services and facilities should be made with the manager of the food service in the dining hall. (737-4444) Arrangements for payment are to be made directly to the food service unless it is for an event included in the college budget, in which case the food service will bill the proper account in the Business Office. This bill needs to include the name of the person responsible for ordering the service.

Keys

Keys for your office and the building in which it is located may be obtained from the Superintendent of Buildings and Grounds. For the sake of security of your books, records and college equipment, the college must try to control the number and distribution of keys to our buildings.

The buildings are open as follows:

| | |
|---|---|
| Zwemer | 6:30 a.m. to 5:00 p.m. Monday through Saturday |
| Van Peursem | 6:30 a.m. to 10:00 p.m. Monday through Saturday |
| | 12:00 noon to 5:00 p.m. Sunday |

Students should not be in these buildings when closed except on special assignment. If a faculty member assigns students to work in the building after hours, a note to this effect must be sent to the Superintendent of Buildings and Grounds ahead of time; otherwise, the custodian is charged with vacating the building at closing time.

## Mail

Interoffice mail is placed in the appropriate box in the Machines Room. Personnel there will place it in faculty boxes.

Material sent to students should have the name of the dormitory or "commuter" on it and placed in the appropriate box in the Machines Room. This will be distributed from there.

All items sent to faculty and students should be dated and have the name of the sender on them.

Private mail to be sent out should be stamped and mailed in the slot on the north wall of the mailboxes.

## Merit Grants

The following action was passed by the Admissions and Honors Committee on April 5, 1973:

1. That no recommendation for scholarships of merit grants will be approved by the Admissions and Honors Committee unless recommended by a committee of no less than three faculty/administration members or other person approved by the Admissions and Honors Committee and that all members of the committee concerned must sign the letter of recommendation and direct same to the chairman of the Admissions and Honors Committee.

2. That the Dean of Academic Affairs give to the Admissions and Honors Committee the names of members and chairmen of the various merit grant committees and that he publicly notify the student body that all information regarding merit grants must be given to and received by the chairman of the appropriate committee.

The respective merit grant chairmen for 1975-76 are:

| | |
|---|---|
| Art | Mr. John Kaericher |
| Athletics | Dr. Donald Jacobsen |
| Journalism | Mr. Grady Holland |
| Music | Dr. Rodney Jiskoot |
| Speech and Drama | Mr. R. Keith Allen |

New Course Offerings

Any new courses added to the catalog listing of curriculum offerings must have a sound, well-considered rationale for its inclusion. If the course is needed to cover new developments in the field, reasons should be valid for not including the material in other courses. Part of this will be an exploration of present material which is outdated or replaced by the new needs.

The proposer of the course should review ideas with departmental colleagues, and then present a written proposal to his department. The proposal is to contain the following elements:

1. The rationale and need for the course
2. The specific objectives of the course
3. A moderately detailed syllabus
4. An explanation of how this course relates to the curriculum of the department and the college
   a. level and proposed number
   b. requirement for majors?
   c. where does it fit in a sequence, if any? What is the rationale for prerequisites?
   d. other courses it will replace, overlap, or supplement

After departmental approval the proposal is submitted to the Academic Affairs Committee. It will then be included in the next year's catalog.

This procedure does not apply to a variable content course within a department. A variable content course is a course listing whose content will be determined from year to year on the basis of student and faculty interest. It will usually deal with some issues of current interest in the field. The content and nature of these courses are to be determined by the department and announced in the daily bulletin and the schedule of semester offerings.

Pass/Fail Options

1. Policies. A student may elect to take ten percent of his/her courses on a pass/fail basis; that is 13 of the 126 hours required for graduation may be pass/fail. Freshmen may not take work on a pass/fail basis, except that courses and tutorials in the Self-Expression Skills Center are graded on a pass/fail basis for all students. Sophomores and juniors may take one course per semester; seniors may take two courses per semester.

The pass/fail option is not allowed in one's major area. Also, because grades in cognate areas are of interest to graduate school admissions officers, students are not advised to take pass/fail courses in areas related to work they will pursue in graduate school. For example, pre-medical students should avoid pass/fail in science courses; social work aspirants should avoid pass/fail in sociology, psychology, etc.

Courses taken under pass/fail will count toward the 126-hour graduation requirement, but will not affect the G.P.A.

2. Procedures. Students wishing to elect pass/fail in a course will apply at the registrar's office. This application is to be filed before the deadline for dropping courses. The faculty member will not be informed as to the student's status. The faculty member will turn in letter grades for all students. At mid-term, the letter grade will be posted. For the final grade, the registrar's office will translate grades of "C" and above into "P"; "D's" and "F's" will be posted as "F."

News Releases

College personnel are asked to send any news to be published through the public relations office. The public relations office will send the copy to a wider range of outlets than is usually available to individuals.

The pertinent items of the news story are to be assembled and submitted to Mrs. Drake. Forms for this information are available from her if one prefers to use them. Mrs. Drake will write the news release. When the material is submitted to her, she will give an approximate time it will be ready and ask you to return to proofread the article for accuracy.

Members of the college are strongly urged to let Mrs. Drake know of possible stories about college activities or persons that she could develop and publish.

Purchasing

A purchase order is a legal document, and when accepted by the vendor, constitutes a contract between buyer and seller. It should, therefore,

contain all pertinent details of the agreement. Check the price; either cost or estimate of cost must be on the purchase order.

To be used on purchases of $10.00 or more (library does not use purchase orders). On purchases less than $10.00 division head must approve the bill and include the account number to which it is to be charged.

| | |
|---|---|
| 1st copy (white) | Vendor's copy |
| 2nd copy (orange) | Vendor's copy to be returned to the college indicating date and method of shipment |
| 3rd copy (blue) | Department or division copy |
| 4th copy (yellow) | Business Office copy |
| 5th copy (green) | Receiving copy, division -- to be returned with approved invoice |

Department heads will be responsible for expenditures by that department. The Business Office will issue purchase orders keeping an account of the number of these orders. The professor will approve and sign purchase orders and keep his own set of records on expenditures. (The Business Office will also keep a record of expenditures and give you a monthly report on expenditures. Please check these records with your records.)

The Business Office will pay an invoice only when it is approved by the department head with the fifth copy of the purchase order attached and approved. On this invoice one must have purchase order number and account number to which this is to be charged. The college will not pay overages on any account.

Registration, Freshmen

Freshmen and new students will be sent registration materials by the registrar in late June. Students will return the completed forms and the registrar's office will complete the registration.

Freshman advisors will receive a copy of the advisee's program before school begins. These should be reviewed by the advisor. During orientation, advisors and freshmen will meet for a dinner meeting. At this time, appointments should be made to review the student's registration and make any changes. Registration can then be completed during the regular registration period.

Freshmen advisors will meet with the college counselor just after fall mid-term to review advising procedures.

Registration, Returning Students

Returning students will register in November and April of the previous semester.

At that time advisors should review carefully the student's:

1. Objectives while at college
2. Courses and activities planned to meet the objectives
3. Declaration of major if made -- is it working out well?
4. Specific academic problems

The advisor should then assist the student where necessary in registering for the next semester:

1. Registration materials will be sent to the advisors by the registrar
2. The student will get the materials from the advisor and fill in the schedule for the next semester. The student should list the courses he intends to take the semester or summer session following the one for which he is registering. That is, he will schedule his classes for next semester and just list the courses for the session following that semester.
3. Students will retain the green copy of their worksheet, and the advisor will retain the yellow and pink copies. After registration, the advisor will turn the pink sheets in to the registrar's office. The advisor should attach a list of advisees who are not returning to Northwestern and, if possible, give their reasons.

Repairs on Buildings and Equipment

The following procedures are to be used in reporting any breakdown or any need of custodial assistance or repair any place on campus.

All requests for work to be accomplished must be accompanied by a work request made out in triplicate. The first two copies go to the Business Office and the third copy is to remain in your files. Emergency requests may be telephoned to the Business Affairs Office (Ext. 20) at which time a work request will be prepared by the secretary. All regular requests will be screened and accomplished in order of importance.

Where there is a designated head of department, all requests from that department will be signed by the department head prior to routing

to the Business Office. In the case of dormitories, the housemother or houseparent will sign the request. Work request forms may be picked up in the Machines Room.

Scheduling of Athletics

The Athletic Committee unanimously passed the following resolution -- or policy statement -- on February 28, 1973: Be it resolved that the Athletic Committee affirm that this committee is strongly opposed to the scheduling of athletic practice sessions and athletic contests on Sunday.

The committee feels that such a practice session or contest violates the spirit and traditional beliefs of the college.

Scheduling of Classes

The semester class schedule is the responsibility of the registrar and the Dean of Academic Affairs. Departments will be asked to submit the courses to be offered with suggestions as to scheduling. The dean or registrar will compile a tentative schedule with room assignments. This is to be reviewed by each faculty member for possible conflicts or other problems. The registrar will then issue a final copy.

Each issue of the schedule is to be dated so the latest one is recognized as such.

Scheduling of Events

The master calendar is maintained by the Dean of Student Affairs. Any person or group should consult the dean when planning events and must notify him when dates are set for inclusion on the calendar.

Scheduling of Rooms

Scheduling of rooms for classes is done by the registrar. Changing of classes or scheduling of classrooms during the day should be cleared with the registrar.

The scheduling of rooms for non-class use or for evening activities is to be cleared with the Business Manager.

Supplies and Materials

1. Textbooks are requisitioned through the bookstore. Faculty should place the orders in the bookstore at least two months before needed. Use the forms supplied by the bookstore.

2. Stationery and mimeograph materials are obtained from the Machines Room in Zwemer basement.

3. Chalkboard supplies are obtained from the Machines Room.

4. Grade books are supplied by the college and are obtained in the registrar's office.

5. Food for coffee hours or suppers may be ordered from the food service office in the dining hall. Payment is to be made to the catering company unless it is for a budgeted function in which case it will be billed to the appropriate department through the business office.

6. Films and other media to be rented or purchased are to be ordered by the individuals through their regular departmental instructional budgets on purchase orders -- see "Purchasing." Some materials are in the library and may be checked out following the regular library procedures.

7. Media equipment is acquired through the Media Center in V.P. 209. Reservation forms should be filled in and left at the center. The equipment will be delivered to the classroom. Work study staff is on duty from 7:30 a.m. to 3:00 p.m. to help with equipment orders and problems. From 3:00 to 5:00 p.m., leave orders with the Education Department secretary in V.P. 205A. The Media Center is under the jurisdiction of the Education Department and problems should be directed to the chairman or secretary of their department.

8. Special classroom supplies such as paints, tools, etc. needed by students should be purchased through the bookstore. The faculty member involved should requisition these far enough ahead of time. No faculty member should be selling supplies to students.

9. Office Furniture requests should be directed to the Business Manager. If none is on hand, he may authorize a purchase order.

10. Professional books for personal use. The college does not buy books for faculty members' personal professional library.

11. Other materials. Everything purchased outside the college requires that a purchase order be completed -- see "Purchasing."

## Testing Out

A student who believes he has enough experience or background equivalent to a course at Northwestern may apply to take a comprehensive test. The student should write to the teacher of the course stating his experience with the subject matter and requesting the test. This request is to be approved by the division chairman and the Dean of Academic Affairs.

The student will then pay the Business Office $5.00 per hour credit. The receipt must be shown to the teacher who will then prepare the test for an agreed upon date.

In most cases, the examination will be more than the same final as given to regular students. It must be designed so that persons with knowledge equivalent to students taking the course could receive an equivalent grade.

The grade will be turned in to the registrar by the teacher if the student so desires.

## Travel Expense

If a travel advance is needed, a "Request for Travel Advance" must be filled out and submitted to the Business Manager at least two days prior to the date the money is needed. Upon returning, you must turn in a "Travel Expense Report"; a copy of all receipts should be submitted with this report (motel, etc.). A $6.00 per day allowance will be made on food unless costs are in excess of this figure due to a convention.